



DEPARTMENT OF THE AIR FORCE  
436<sup>th</sup> Mission Support Squadron (AMC)  
Dover Air Force Base, Delaware 19902-5520

23 September 2002

MEMORANDUM FOR ALL SUPERVISORS OF CIVILIAN EMPLOYEES

FROM: 436 MSS/DPC

SUBJECT: Supervisor's Notebook Letter # 47; Labor-Management Relations (Replaces SNL # 15, 12 Apr 93)

1. Employee motivation, morale, and productivity are influenced by organizational structure, supervisory practices, work assignments, and working conditions. It is Air Force policy to develop and maintain the most satisfactory and productive relationships between management and employees; effective labor-management relations are a must to make that happen. The following questions will help you to better understand and carry out your labor-management relations responsibilities.

a. Do you have a copy of the appropriate collective bargaining agreement (CBA)? Do you always adhere to its provisions, and administer it properly? Ref AFI 36-701, *Labor Management Relations*, para 6.

b. Have you taken the USAF Civilian Personnel Management Course (computer-based instruction)? Ref AFI 36-401, *Employee Training and Development*, Atch 2, para A2.3.

c. Do you keep a file of any misunderstandings and other problems in administering the current agreement and suggest improvements to help with future contract negotiations? Ref AFI 36-701, *Labor Management Relations*, para 6.1.

d. Do you record the use of all official time used by employees for labor-management representation activities? Ref AFI 36-701, *Labor Management Relations*, para 14.

e. Are you ever involved with contract negotiations or play an active role in researching, drafting or editing proposed contract language? Ref AFI 36-701, *Labor Management Relations*, para 6.1.

f. Do you give notice to the union on proposed changes to conditions of employment, and fulfill your bargaining obligations to meet and negotiate prior to implementing changes to COEs? Ref AFI 36-701, *Labor Management Relations*, para 6.

2. If you have questions, please contact the Work Force Effectiveness Section, Civilian Personnel Office, x 4645.

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Civilian Personnel Officer